



Fast, Easy, Low Cost, Market-Centric Product Portfolio Innovation

Jason Tanner
President, Enthiosys, Inc.

Motivated from Within®

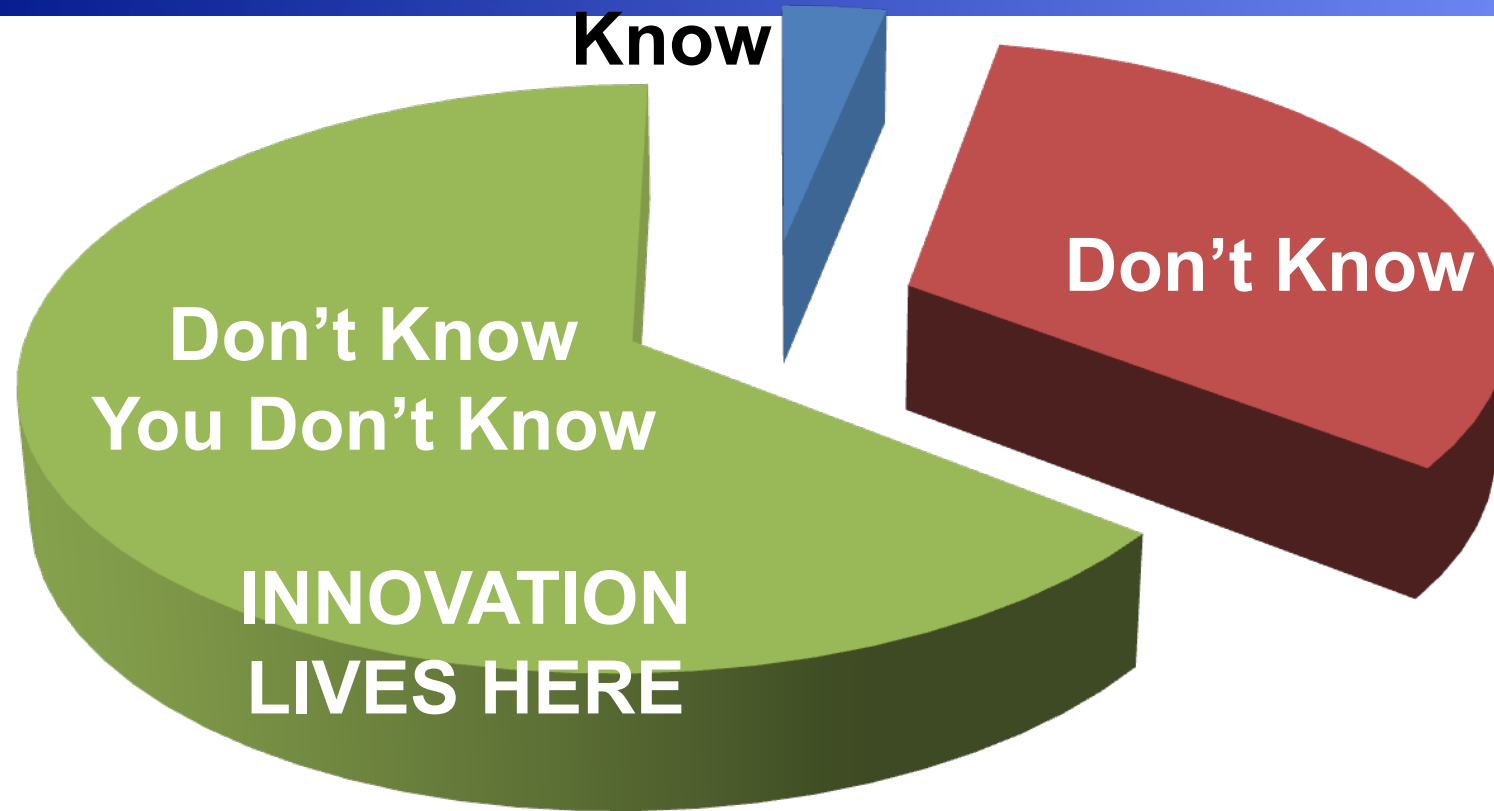
About Jason Tanner



- President of Enthiosys
- Background – Prod Mgmt & Mktg, Proj Mgmt, Sales Engr, NW Engr
- Marine Infantry Officer...Agile?

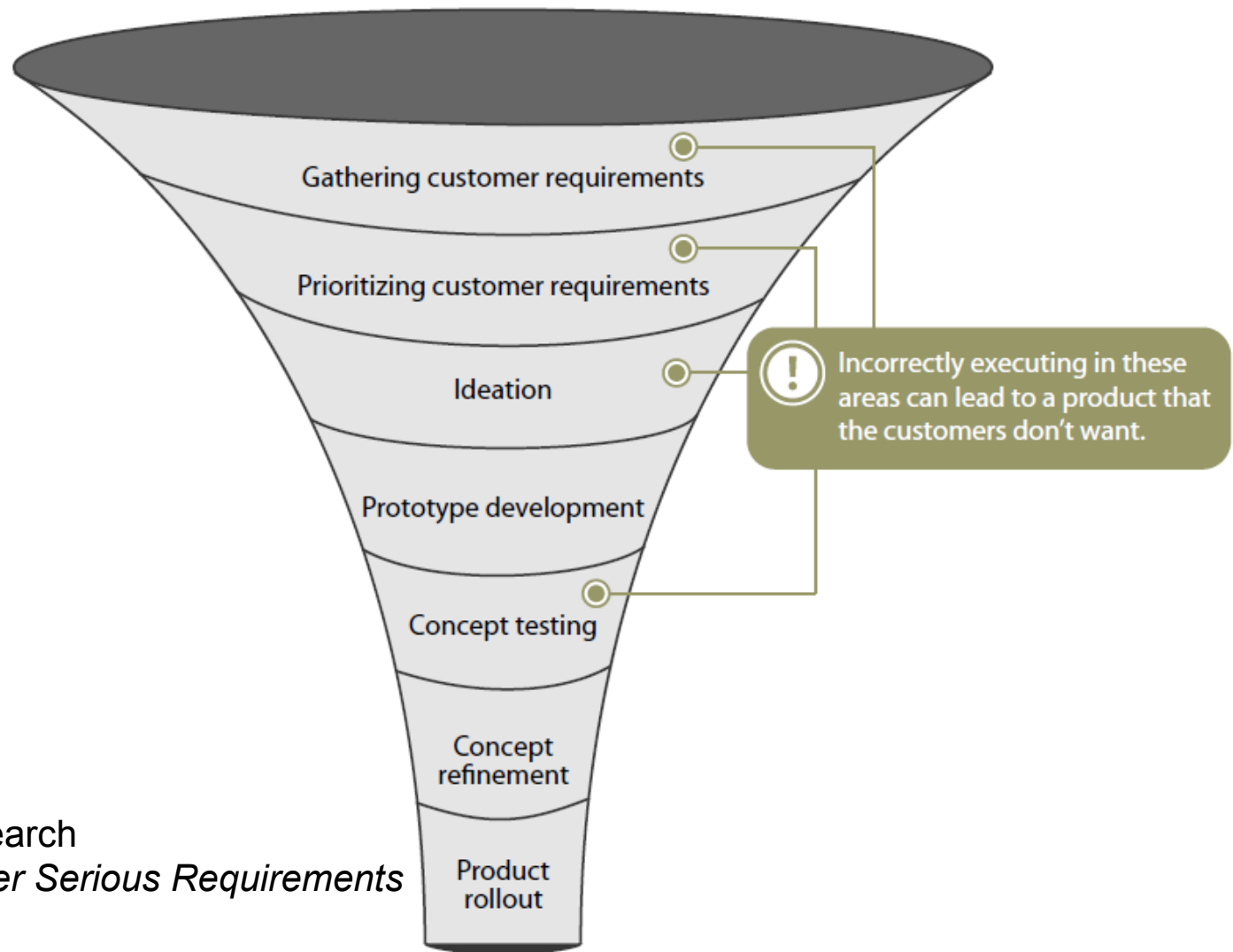


Where Does Innovation Live?



Innovation Through Understanding®

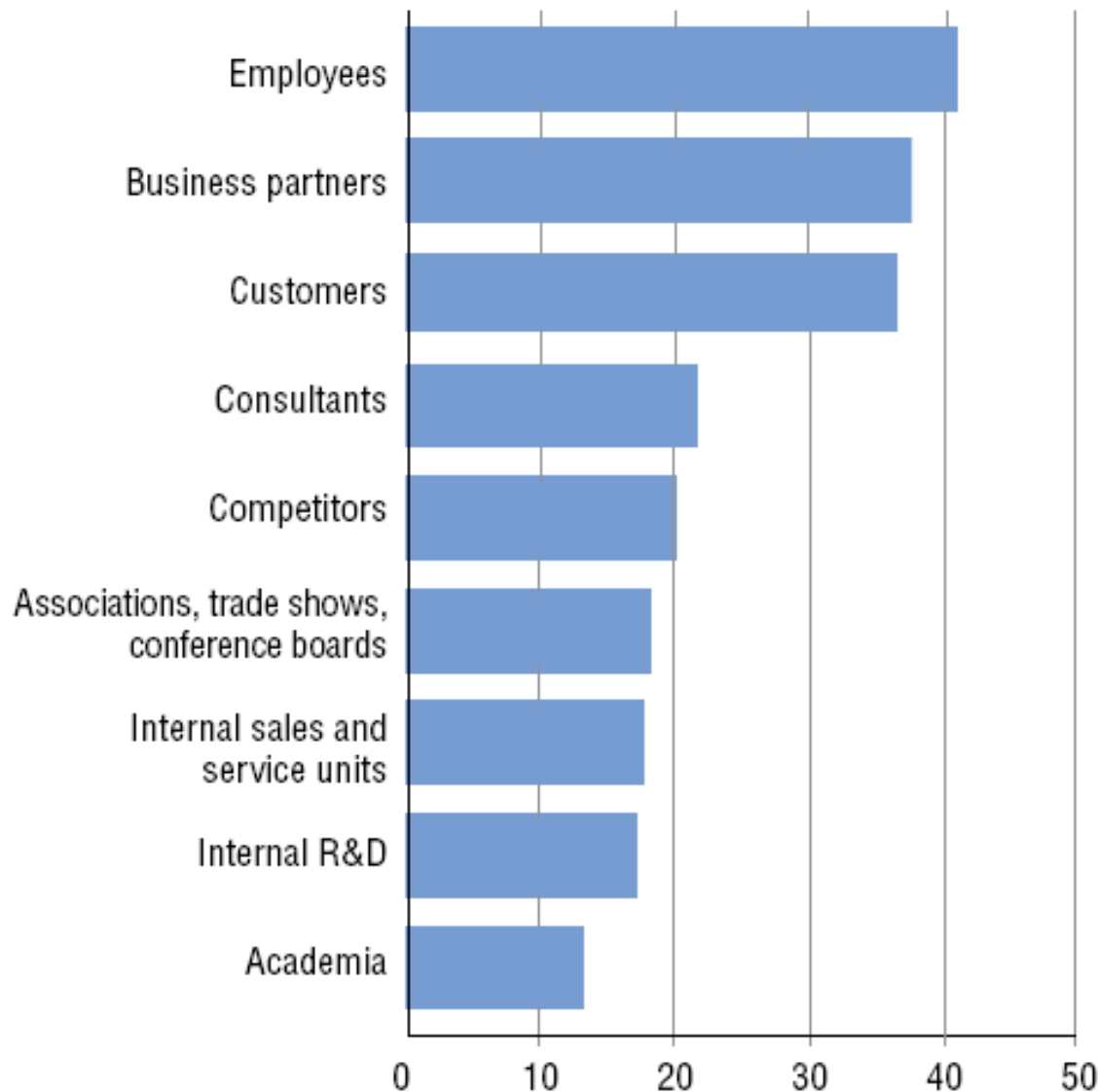
Product Development and Portfolio Management Challenges



Source: Forrester Research
Serious Games Uncover Serious Requirements
Nov 19, 2008

Figure 10. Most significant sources of innovative ideas.

(Percent of respondents)



Note: Respondents could select up to three choices.

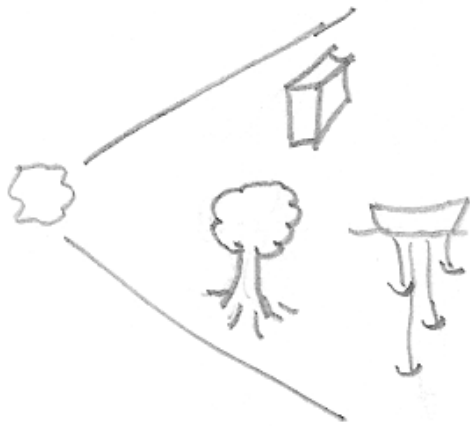
External Collaboration is Essential

YOU ARE NOT THE SOURCE



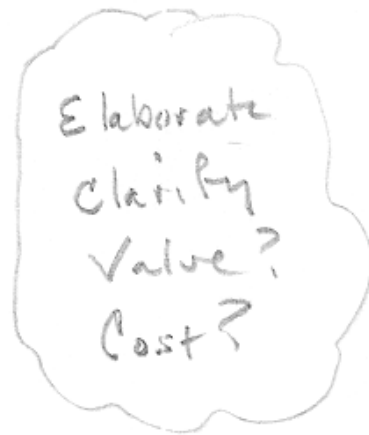
Employees	Sales & Srvc	Internal R&D				
Business Partners	Customers	Consultants	Competitors	Conferences	Academia	

Our 3-Step Process



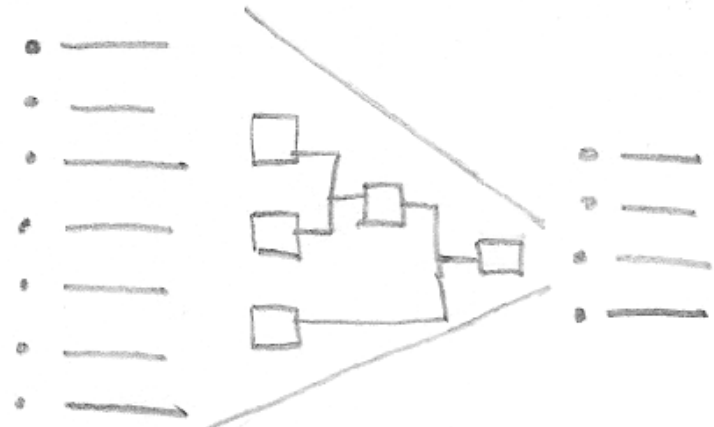
Ideation

Open-ended, collaborative innovation.
E.g. Prune the Product Tree to collaboratively generate ideas.



Shaping

Collaboration tools (such as wikis and forums) to shape ideas.
E.g., Google docs



Prioritizing

Picking High ROI Projects / Features.
E.g. Buy a Feature tournaments to collaboratively prioritize projects and take action.



Background on Innovation Games® for Customer Understanding

*Innovation Games® Are Serious
Management Tools That Create High-Output
Low-Cost Organizational Performance*

Motivated from Within®

What Are Innovation Games®



Innovation Games® are **serious games** that solve a wide range of product strategy and management problems across the market lifecycle.

They can be played:

- **with customers**
- in-person or online
- within or across organizational units
- in single or multi-game formats



What Makes Innovation Games® Unique



- Game playing provides a relaxed, less rigid environment and increases creativity
- Leverages research from cognitive psychology and organizational behavior
- The Games utilize verbal, written, visual and non-verbal forms of communication thereby providing greater volumes of information
- Some games provide wonderful player artwork which can be retained and shared with others
- The Games have many uses, including strategic planning, sales effectiveness, product roadmapping and customer relationship building



Organizing Innovation Games®



... then consider these games

These questions exist across the product-market lifecycle.

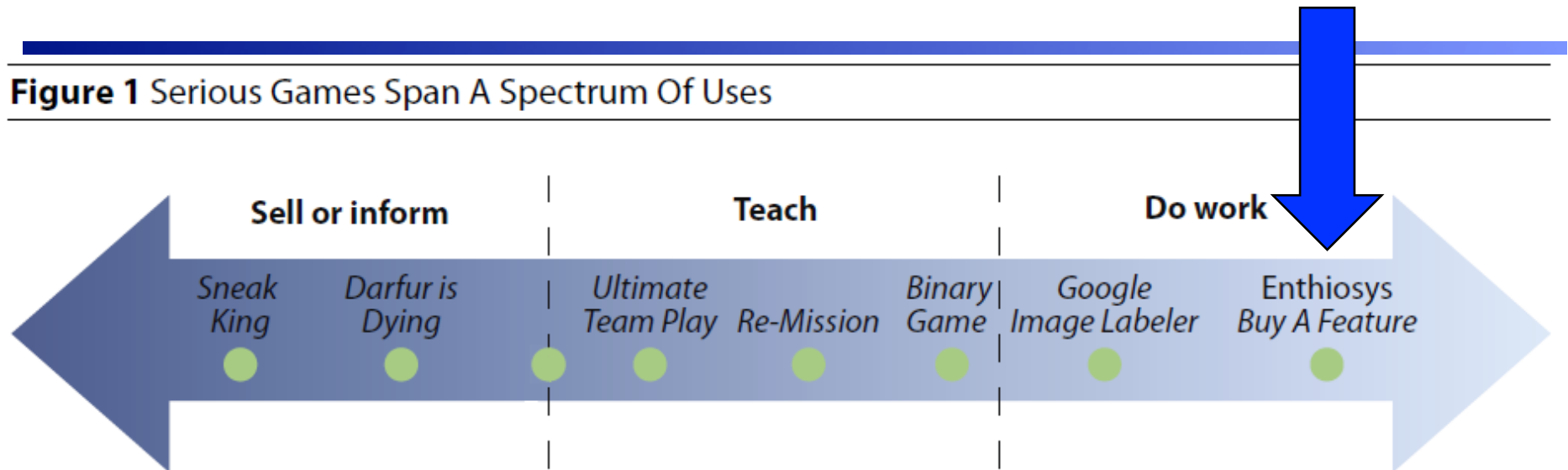
To understand...

	Product Box	Buy a Feature	Me and My Shadow	Give Them A Hot Tub	Remember The Future	20/20 Vision	Speed Boat	Spider Web	Show And Tell	Start Your Day	The Apprentice	Prune The Product Tree
Customer Needs												
Requirements												
Product Usage												
Future Products												

Forrester on Serious Games



Figure 1 Serious Games Span A Spectrum Of Uses



45021

Source: Forrester Research, Inc.

Forrester Research has identified Enthiosys as a pioneer in serious gaming.

“Serious gaming... can circumvent many of the traditional problems with product requirements, including collecting sufficient information across customers, partners, and internal stakeholders to make product decisions. Not only are the games relatively lightweight exercises, but they also use a lighter touch to resolve many debates over product decisions.”

Source: Forrester Research

It's Time To Take Games Seriously, Aug 19, 2008 © 2007 Enthiosys

Innovation and Collaboration Goals



**Prioritize
Project
Portfolio**



**Prioritize
Strategic
Features**



**Manage
strategic
roadmaps.**



**Improve
Marketing
Messages**



**Identify
New Products**



**Determine Product
Interactions**



**Identify Product
Enhancements**



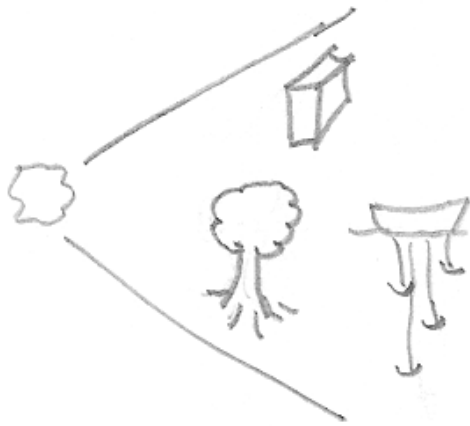
**Train
Sales Teams**



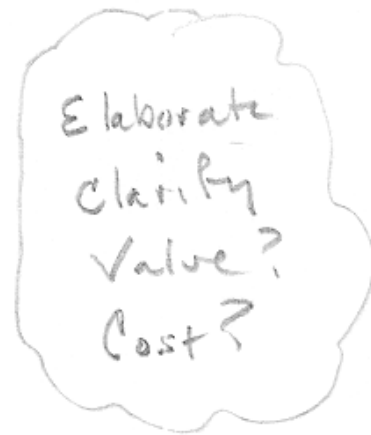
Prioritize User Ideas

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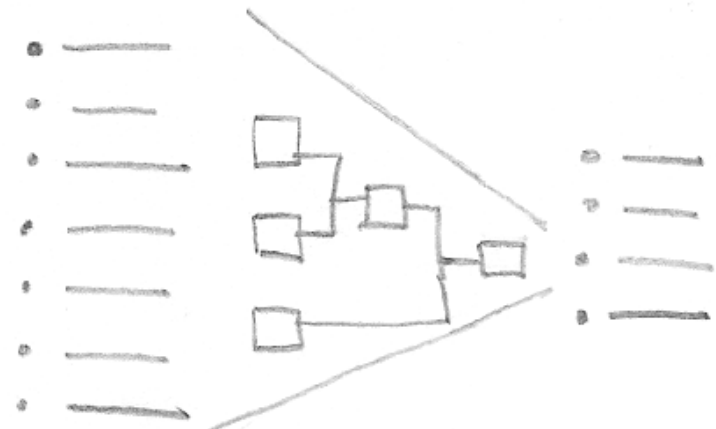
The Three Steps in More Detail



Ideation



Shaping



Prioritizing

Step 1: Collaborative Ideation



- Eight games enable product companies to efficiently collaborate with external stakeholders to improve market understanding and generate the best possible ideas

Prune the Product Tree

Start Your Day

Spider Web

Remember the Future

Speed Boat

Product Box

Me and My Shadow

The Apprentice

Innovation Game®:

Prune the Product Tree



Goal:

Develop ideas for new products and services.

- Draw a graphic image of a tree to represent growth of the product/service.
- Add your current project portfolio / product roadmap as leaves and apples.
- 5 to 8 invited stakeholders are asked to shape the “growth” of your offering.
- Captures very rich information about perceptions of the future, timing of new concepts, and balance among delivered offerings

In-person

- Provides rich opportunity for “new” ideas

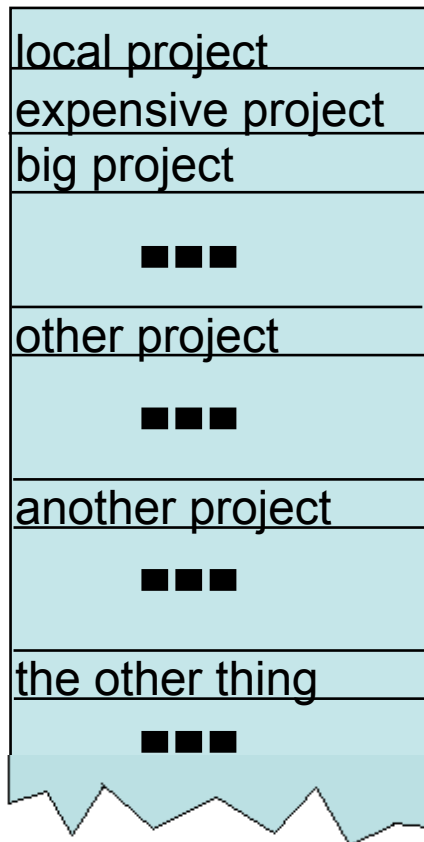
Online

- Captures data for sophisticated analysis of preferences

Prune the Product Tree In Person



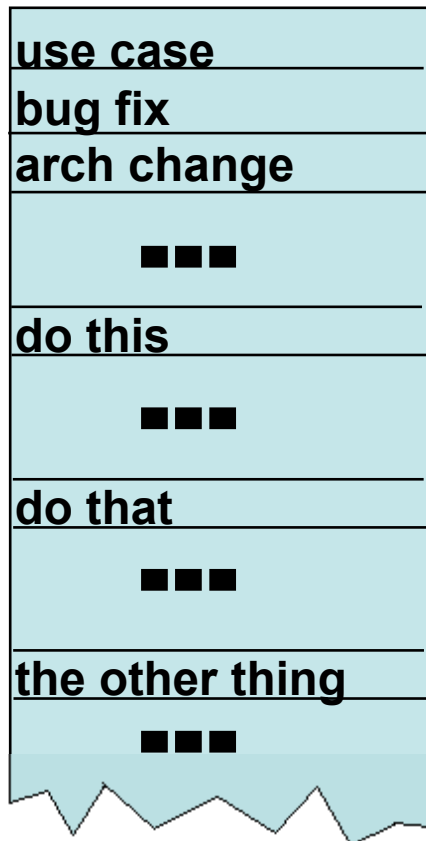
Step 2: Collaborative Shaping



"infinite" portfolio

- Once ideas have been identified they are shaped by the project/product teams into a backlog
- Existing tools, such as shared wikis, shared documents, emails, and chats, help teams shape concepts
- **The process typically produces a candidate list of projects and/or product features that is greater than available resources**

Step 3: Collaborative Prioritization



"infinite" backlog

**Goal is to take *large* list and
prioritize to a manageable set.**

Common Approach	Problems
Single expert	Do they have the knowledge and trust of the organization to make the hard choices?
Small groups	Tradeoffs are not clear
Large groups	Insufficient tools!

**Where is the
"Voice of the Customer?"**

Some Techniques



Same Time	<u>Face to Face Interactions</u> <ul style="list-style-type: none"> • Innovation Games® <i>Buy a Feature</i> <i>20/20 Vision</i> <i>Prune the Product Tree</i> • Joint spreadsheet ranking 	<u>Online Interactions</u> <ul style="list-style-type: none"> • Innovation Games® <i>Buy a Feature</i> <i>Prune the Product Tree</i> • Joint spreadsheet ranking
	<u>Shared State (physical)</u> <ul style="list-style-type: none"> • Innovation Games® <i>Prune the Product Tree</i> • Project boards 	<u>Shared State (electronic)</u> <ul style="list-style-type: none"> • Innovation Games® <i>Prune the Product Tree</i> • Wiki's • Commenting systems • email / workflow
Different Time		
	Same Place	Different Place

Innovation Game® *Buy a Feature*



- A list of 12-20 items (features or projects) are described in terms of benefits and cost
- 5 to 8 invited stakeholders given limited “budget”, must reach consensus on projects to “buy”
- Captures very rich information about customer motivations, trade-offs, objections, actual collective needs

In-person

- Provides rich opportunity for “new” ideas

Online

- Captures data for sophisticated analysis of preferences
- Preliminary trials indicate faster/more accurate results than traditional tools

Goal:
Prioritize
Product Backlogs /
Project Portfolios

Contact Information

We'd love to hear from you! Contact us at:



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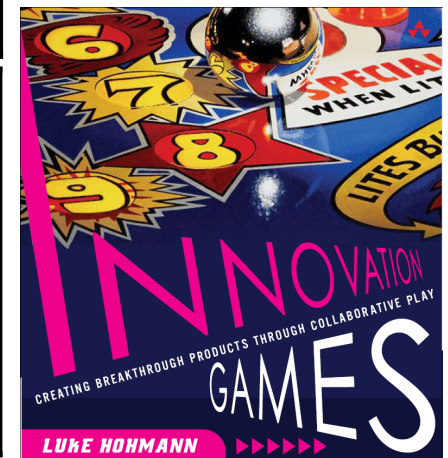
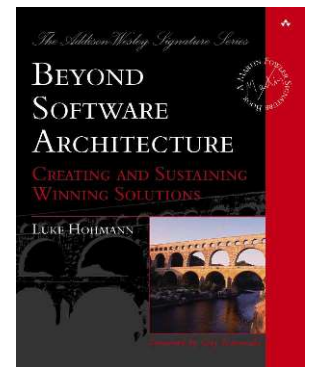
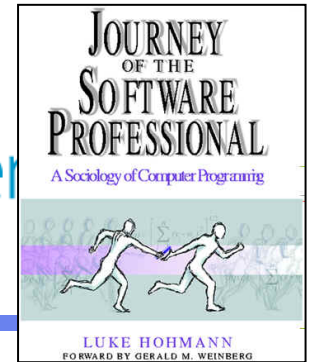


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